

## PROJECT OVERSIGHT REPORT

Offender Management Network Information (OMNI)  
Department of Corrections (DOC)

Report as of Date:  
June 2004

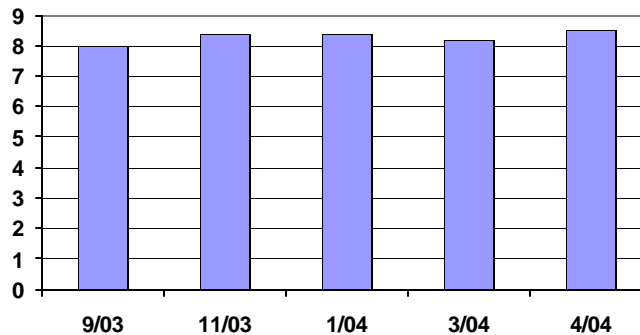
Project Director: Carol Meraji  
Executive Sponsor: Joe Lehman

MOSTD Staff: David Koch

Severity/Risk Rating: High (high severity, high risk)

Oversight: Level 3 – ISB

### Overall Project Risk Assessment



**Staff Recommendations:** ISB oversight staff recommends that DOC and IBM continue adding all linkages to complete the Integrated Project Schedule, which will allow electronic updates of all tasks as operational changes are made to the schedule.

### Issues/Risks:

**Resources:** Both DOC and IBM continue to keep their respective project management teams intact. DOC has IT staffing limitations that impact its ability to rapidly respond to IBM schedule changes. The shortage of DOC personnel will be a risk to the successful and timely completion of the project. To mitigate this risk DOC will hire a project director, and 8 personnel, some of whom are previously retired DOC employees. Lori Garris from IBM and Rick Walker from DOC continue communications to move the project forward. Personnel below the project managers for both DOC and IBM have improved communications and working relationships. Any project manager changes and/or key personnel changes at this point will prevent the completion of the project by IBM's scheduled date of December 31, 2004.

**Schedule:** Both DOC and IBM project managers have agreed the February 29, 2004 project schedule will be the "baseline" schedule. Project management processes have been developed to track and manage the operational revisions on a revised operational schedule. Changes to the operational schedule are not automatically linked and the dates must still be adjusted manually. The schedule is absolutely critical to the coordination of project resources and stakeholder availability. The contracted (Amendment 5) delivery date for the Phase 2 requirements is Dec. 31, 2004. IBM recently (June 17, 2004) notified DOC that a schedule slippage of 3 weeks has occurred due to a data issue and that the delay will cost DOC \$750,000 to \$1,126,000 for the additional project time.

**Budget/Cost:** Contract issues between DOC and IBM resulted in Amendment 5 of the original contract. This amendment increased the cost for the IBM systems development work by \$3 million. Funds will come from the existing DOC OMNI project change budget and funds that were originally budgeted for Phase II system maintenance. The contract is a fixed price, deliverables based contract.

Scope: A rigorous change management process is being enforced for the new Phase II requirements. It includes an escalation that culminates with resolution by the Secretary of DOC and an IBM Vice President, if necessary.

Project Management/Processes: The external quality assurance vendor and staff to the Board see evidence of improved project management by both DOC and IBM (Rick Walker and Lori Garriss respectively) project managers. Both are extremely competent and are working well together to bring the project to completion. Any breakdown in communication between the DOC and IBM project managers will prevent the scheduled conclusion of Phase II.

Issues Management: The renegotiated SOW included resolution of all major outstanding issues including database/application communication or “triggers”, and the delivery of common OMNI functionality known as “Common Services.” The DOC Project Manager is responsible for ensuring adherence to the formal project issues management process. It is the goal of the DOC IT Chief/Project Director and OMNI Project Manager to resolve issues at the lowest level and as expeditiously as possible, with prompt escalation when and where required. The escalation process is clear and understood by both DOC and IBM project managers. This process has already resulted in the quick identification and resolution of problems at the DOC/IBM project manager level.

Communications: Communications between DOC and IBM have improved at the project manager level and below. Teams are looking for ways to solve problems rather than “finger pointing”.

#### Other

- Quality Assurance: The external quality assurance (QA) contractor left the project on December 31, 2003 when the original QA contract ended. The new external QA began March 10, 2004. The external QA is COPLAN and Company from Seattle. The break in continuity of QA processes during the transition to the new QA contractor constitutes a risk. It is being mitigated through a review of all open QA corrective actions and a complete assessment of the project. The new QA and the DOC/IBM project managers are conducting this review and assessment. Uncorrected issues will be reopened for tracking. DOC and IBM have agreed to a priority system for resolution of uncorrected issues that emphasizes impact on project completion and quality. The current (June 2004) external QA report will be provided to the members of the ISB.
- Roll Out: If Phase II is successfully delivered at or near the original schedule date of Dec 31, 2004 roll out of the application may be difficult. Additionally, there are concerns about DOC’s ability to maintain both OBTS and OMNI and to keep information between the 2 systems in synch. OBTS can only be decommissioned upon the completion of Phase III, thereby allowing DOC to receive the full benefits of OMNI. Phase III of Omni was not funded by the state’s budget. DOC currently plans to submit a “05-’07 budget decision package for Phase III funding.

#### **Status:**

Life Cycle Stage: Phase II (detailed design and construction) is in progress. Drop 1 is in construction and Drops 2 and 3 are in detailed design.

Budget/Cost: The base budget allocated by the Legislature is \$12.5 million for Phase II (\$9.5 million of which is allocated to the IBM Global Services contract). As mentioned, the Amendment 5 amount included an additional \$3 million to be paid to IBM. The savings incentive fund of \$1.8 million that had been established for change orders was included in the \$3 million (with no additional overall project costs). There have been no payments to IBM for Amendment 5 deliverables. As of March 31, 2004, the total budgeted expenses were \$10.0 million. Total

actual expenses were \$9,748,003. In addition \$2.5 million was approved in the 2004 Supplemental Budget to be transferred to fiscal year 2005.

Schedule:

<u>Phase II Milestones</u>	<u>Schedule</u>	<u>Status</u>
1. Statement of Work signed	February 2002	Completed on time
2. Architecture documents approved	March 2002	Completed on time
3. Records and Risk Management Indicator (RMI)/ Level of Severity Indicator Revised (LSI-R) Data models approved	June 2002	Completed on time
4. Grouped databases converted to work with DL/2	July 2002	Completed on time*
5. Remaining databases converted to DL/2	August 2002	Completed on time*
6. RMI application delivered	November 2002	Completed Late**
7. LSI-R application delivered	November 2002	Completed Late**
8. Drop 2A final test plan approved	May 2003	Completed Late**
9. Drop 2A system test executed (IBM product delivery Records and Chronos)	June 2003***	Completed Late
10. Amendment 5 to contract	December 2003	Signed
11. Integrated project schedule	Jan. 2004	Completed late
12. Phase II, drop 1 for August 13 by IBM	June 2004	Ongoing/rescheduled
13. Phase II, drop 2	August 2004	Pending
14. Phase II, drop 3	Dec. 2004	Pending
15. Phase II Completion	December 2004	Ongoing
16. Acceptance	June 2005	Pending

\* Not in production

\*\* Expanded scope caused delivery schedule to move

\*\*\* New or revised tasks reflecting schedule modification to delay development of Classifications and Sentence Structure and Time Accounting modules

## Background Information

**Description:** The Offender Management Network Information (OMNI) project, formerly known as the Offender-Based Tracking System (OBTS) replacement project, will replace and improve the legacy systems and applications that the Department of Corrections (DOC) currently uses to monitor and track convicted offenders for the state of Washington. DOC originally contracted with IBM Global Services to design four build-and-implement phases for OMNI. Each phase will provide measurable benefits.

The phases are:

- Phase I - Architecture definition, Offender Accountability Plan (OAP), data warehouse implementation, training, overall application design, and Records and Chronological Entries (Chronos) software detailed requirements design.

- Phase II – Chronos, Records, Sentence Structure and Time Accounting, and Classification (change).
- Phase III – (not funded) Release, Incident Reporting, Disciplinary, Grievance, Resource and Program Management, CCO Workload Assignments, Case Management, End of Sentence Review, Offender Groups, Pre-sentence Investigation, Legal Financial Obligations, Movement/Capacity Management, Inmate Property, Interstate Compact/Border Administration, Offender Schedule, and Detainers and Warrants.
- Phase IV – (not funded) Sex Offender Treatment, Mental Health Records, Chemical Dependency, Community Service, Indeterminate Sentence Review Board, Case File Audit, Inmate Trust Account/Inmate Store/Inmate Gratuity Calculation, Cost of Supervision Billing, Medical and Dental Records, Public Access, and Victim/Witness Notification.

The original contract has been modified to end June 30, 2005 at the conclusion of Phase II. A new contract will be developed to build and implement future phases of the OMNI project.

**Technology:** Using IBM Websphere software, the OMNI application will be delivered to DOC desktop clients via JAVA applets. The system employs the System 390 mainframe platform as an enterprise server and the DB2 database management system for databases and data warehouses.